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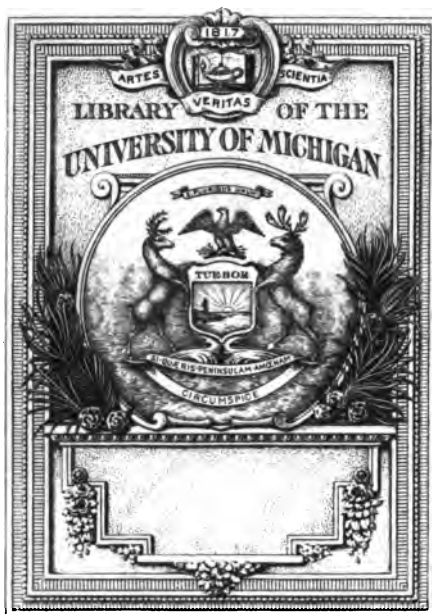
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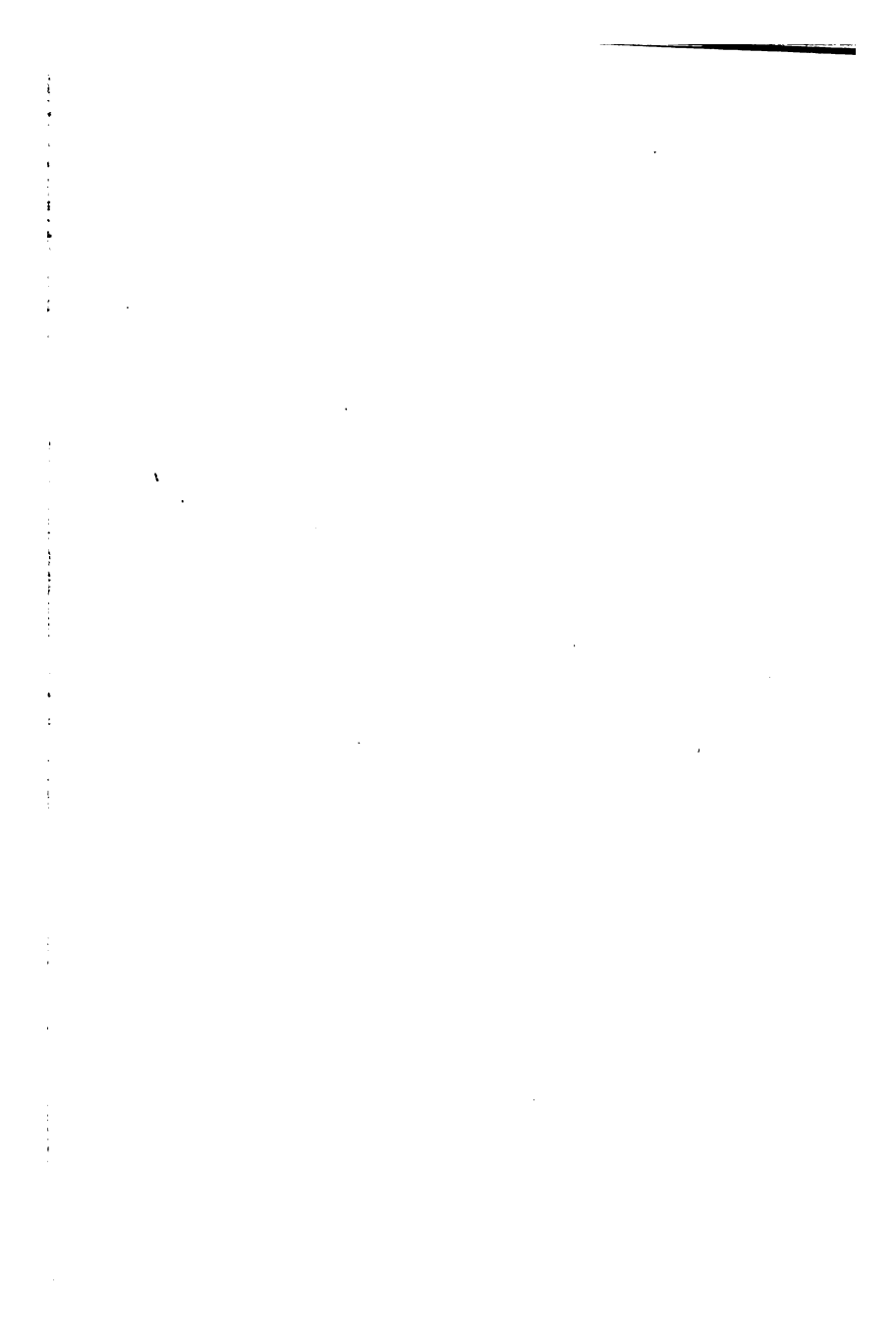
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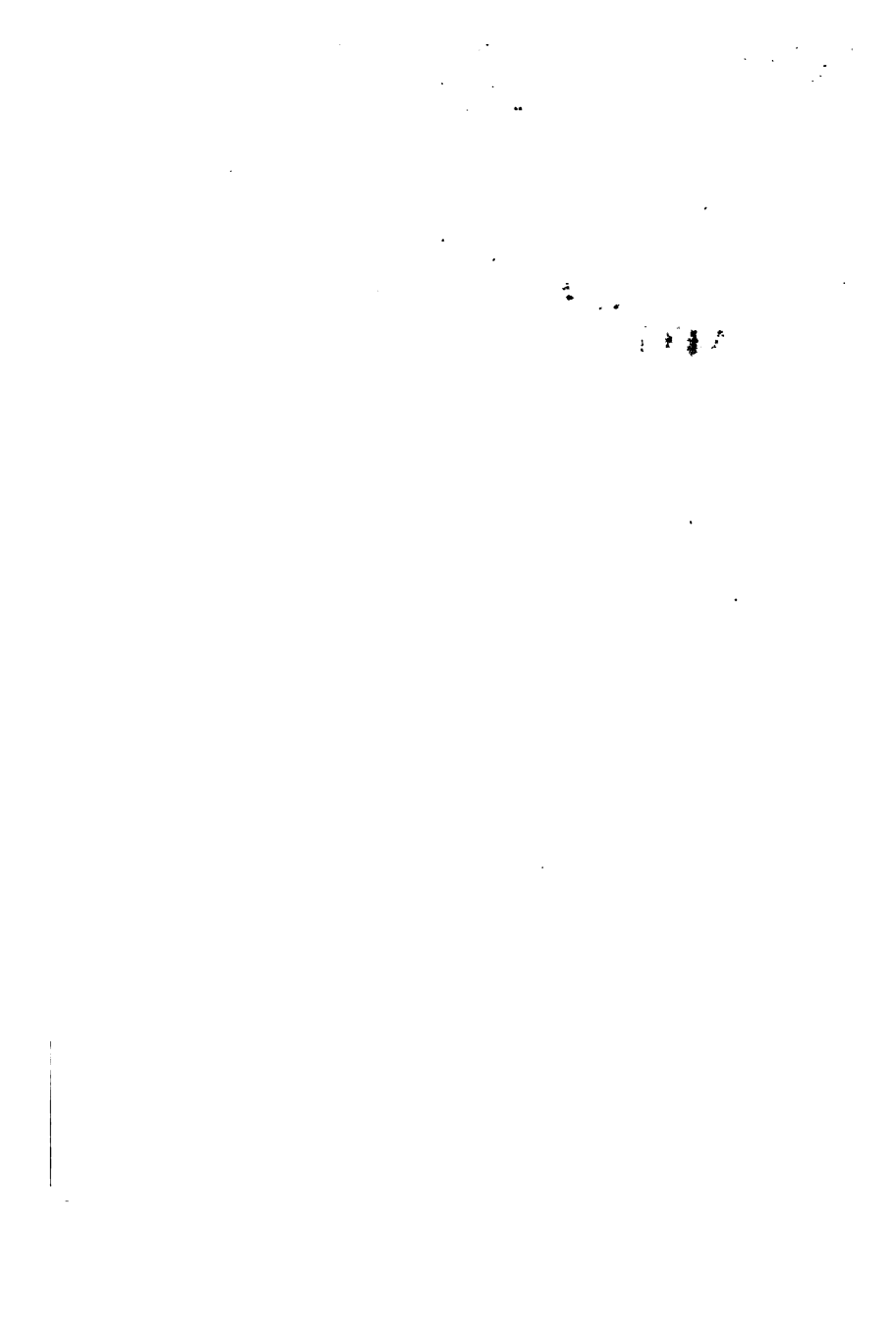
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## **BETTER BUSINESS**





# BETTER BUSINESS



*Ayer, firm, newspaper advertising agents*

*Published by*  
**N. W. AYER & SON**  
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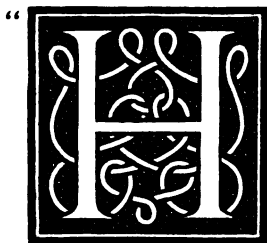
**BOSTON**

**CHICAGO**

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N. W. Ayer & Son



## BETTER BUSINESS



“OW’S business?”

“Why, business is better, thank you.”

Just look about and you’ll observe that this is the day of better things—better food, better homes, better

health, better babies, and better business.

There was never a time when so many persons were trying in so many ways to make things better, and this desire for better things means much to the man with a business which deserves to succeed.

No art of prophecy is required to predict that business is going to be good with the good business—business is going to be better with the better business—it’s going to be increasingly hard times with the inefficiently organized and poorly managed business.

You must make your business better if you want business to be better.

Modern methods are direct and open—in politics, in diplomacy and in business. The days of mystery and indirection have

**BETTER** slipped into the limbo of things that are  
**BUSINESS** past. There isn't a single pair of gum shoes in the modern business house. Business must justify itself or it can't exist.

"If a man can preach a better sermon, write a better book, or make a better mousetrap than his neighbor" he doesn't "build his house in the woods" and expect "the world will make a beaten path to his door."

He realizes that he has performed a service to Humanity, so he moves out on Main Street and proceeds to tell his fellow men all about his accomplishment. His job isn't complete until he tells—Humanity can't get the full benefit until it knows.

The business that isn't founded upon the fundamental idea of catering to the needs, pleasure or well-being of the people has no excuse for existence and won't need one much longer because it won't be here to be excused.

Mere bigness isn't a business sin. Some businesses which have grown big through wrong methods must change their methods. They've won at the

expense of thousands, perhaps millions of **BETTER** others, and that's not according to the **BUSINESS** rules of the game.

Some big businesses are a blessing because of their very bigness, and the benefits conferred are in direct proportion to their size. Such business structures are sound because their foundations are sound.

Some of the meanest business practices imaginable would be unearthed if certain small businesses were investigated.

The complex dailiness of a business frequently prevents its proprietor from looking over and under and on all sides of his enterprise. But a business, like a man, should take an occasional reckoning and see where it is "at."

A man going along day by day doing his daily acts will weaken his efficiency and mar his life if he gives no thought to the welfare of others.

It is not moral cant, but the most practical kind of twentieth century sense, to say that if he is not useful to others he is a nuisance and an encumbrance on the earth.

Business may be selfish, but the way to selfish business success is through an increasingly better service to others. The

**BETTER** greater the number it serves and the  
**BUSINESS** better it serves them, the greater its  
growth and prosperity.

All of which is very bromidic, you may say, but many otherwise able business minds are apparently unable to grasp these seemingly simple truths.

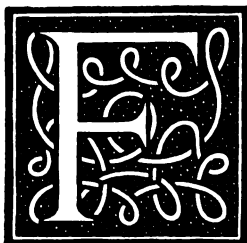
America has no cause to be ashamed of her business men. Most of them are actuated by an ambition that is honest and wholesome. Most of them realize that there must be change or there will be no progress.

The multiplication of individual prosperity does not make general prosperity any more than the division of general prosperity makes individual prosperity.

We believe that Business is to be better. We look for a truer and finer adjustment on the part of business men to their full opportunities.

We believe that good advertising has proven its place in the economy of Life and Business and invite forward looking men of affairs to journey with us through this little volume while we enlarge somewhat upon this point of view.

## DEMOCRACY AND ADVERTISING



**FUNDAMENTALLY**

this country is a good place to do business because there are so many people here and because the great majority of them have the means to buy the things which you and other business men have for sale.

So all of our business prosperity goes back to the common welfare of the common people, doesn't it?

Just now we hear a great deal about "social justice"—"the rights of the people"—"the common good." The same thought is expressed in many guises and applied to many phases of existence—social, commercial and political.

This simply means that civilization is taking a forward step—that democracy is gaining ground—that men in mass are moving one rung up the ladder of existence.

Questions like this are apt to divide us into two more or less sharply defined

DEMOCRACY AND ADVERTISING classes, according to our education, position, wealth and environment.

Extreme points of view are likely to be developed on either side; but be the struggle for a year or a decade, the records of the dead past afford abundant evidence that the result is always the same.

Humanity at large wins. It would be a sorry world were it otherwise.

It is sometimes made to appear that business interests are opposed to popular progress, but this is not true.

Business success in this country is predicated upon popular progress and popular prosperity.

No conservative business man may decide otherwise. He conserves nothing by such an attitude.

We are not discussing the politics of this matter, but rather the fundamental facts as applied to business development.

We observe on the part of business men of all shades of political faith a determination to study their markets more thoroughly—and this means a better appreciation of the wants of the people.

We discern a ready recognition of the





principle that the fruits of democracy cannot be food for a portion and poison for the rest of us.

DEMOC-  
RACY AND  
ADVER-  
TISING

General prosperity and general intelligence are the bulwarks of future big business. As people increase in knowledge and wealth, they increase in capacity to appreciate and ability to purchase worthwhile merchandise.

Without any fuss or feathers the American people have been slowly winning one of their most precious rights, and that is the Right to Choose what they buy, and this Right was brought to them by Advertising.

Merchandise with a name—the name of its maker—has the call. A manufacturer who puts his mark on his product enters into a compact with the purchaser that it is thus and so.

Advertising carries his message to the people and invites their patronage.

Here, again, the common-welfare principle becomes active, and only the maker of worthy wares can long afford to advertise.

At the high court of The People's

**DEMOC-  
RACY AND  
ADVER-  
TISING**

Opinion any other sort will soon be condemned.

So let us have men of courage and character to make the things we wear and eat—the fixings for our home—the instruments of our entertainment.

The people are here. They have more to say about things than they ever had before. They'll have more than ever to say tomorrow, and the next day, and the next, and the next.

The biggest business man of us all is only one of the people when it comes to buying something that the other fellow makes.

That's the glory of our American democracy. The people rule the business world by their Right to Choose, and any business man who can make good on his claims has the Right to Educate the people in their choice.

No business ever amounted to anything until some man back of it established an ideal and set out to attain it.

Attainment always follows conviction. Skepticism and cynicism and pessimism never accomplished anything or made a dollar for anyone.

The path of progress is the path of profit—there is new opportunity for business America in the development of the people's appreciation of their own rights and importance.

DEMOC-  
RACY AND  
ADVER-  
TISING

## STANDARDIZING MERCHANDISE



**Y**ARDS that measure only thirty-five inches and pounds that weigh but fifteen ounces are out of date.

To endeavor to build a business upon such goods would not be considered especially astute.

Even though there were no law against these practices, it would not be possible to deceive any considerable number of persons for any great length of time with such sub-standard merchandise.

It speaks well for the honesty and intelligence of business at large to note that methods of this character are usually quite generally abandoned before the Law compels such action.

Most of our commercial advances have come about through a higher sense of responsibility, and our Laws have simply defined the standard of good commercial practice.

There is no law to compel a department store to take back from a dissatisfied purchaser an article that has been bought and paid for, but the practice is today quite general in good stores.

STAND-  
ARDIZING  
MERCHAN-  
DISE

Custom fixes the standard of commercial transactions, and the business man who allows his dealings to fall below the standard thus set does so at the risk of his business life.

A shrewd student of business economics declares that advertising is introducing a new element into the standardization of merchandise and that large producers of any staple article can no longer afford to ignore it.

Suppose, for instance, your name is Jones. Suppose, further, you start making watches. Now let us still further suppose that the Jones watch is just as fine a watch as can be made.

No one ever heard of the Jones watch, and the average man simply cannot afford to buy it because it is unknown and therefore sub-standard.

Here pride of possession comes in, and who has pride in the ownership of

**STAND-  
ARDIZING  
MERCHAN-  
DISE**

that which is unknown and unrecognized?

As a matter of fact, what right have you to expect a man to buy your watch shorn of one of its most priceless attributes of standardization any more than the cloth man may expect to develop a trade in yard goods thirty-five inches wide?

Granted that if you make a superior watch it will in time win its way—granted that you may retail it through stores of such standing that it will thereby gain prestige—is it not true that the right sort of advertising will much more quickly gain for it the reputation and standard character that it deserves?

To our mind in this saving of precious time lies one of the greatest values of good advertising.

We know of a smoking tobacco which without advertising made in ten years a tremendous success.

But we also know of another smoking tobacco which came on the market and with advertising in less than two years took the market away from the first tobacco.

Today after five years the new tobacco is very decidedly the leader. The manufacturers of the old have been forced to spend hundreds of thousands of dollars in an effort to recoup what they threw away through their inactivity.

STAND-  
ARDIZING  
MERCHAN-  
DISE

Say what you will, conditions are constantly changing, and one of the changes of which you may be surest is that merchandise possessing every other element of excellence is today sub-standard in the minds of hosts of people unless it is branded and advertised. There is every indication that this condition is to become more pronounced.

If you are the proprietor of a business which started many years ago when conditions were different, think of the present and coming generation of buyers; think of the encouragement you are giving a progressive competitor to take first place in the esteem of these present and future users of such wares as you make.

Is your business or your building more valuable? You probably insure

**STAND-** your building. Why not take out some  
**ARDIZING** insurance on your business by adver-  
**MERCHAN-** tising your product?

**DISE** You know a business policy may be  
dangerously safe. Jewels attract bur-  
glars—a big business attracts com-  
petitors.

Make competition less inviting by  
making your goods better known and  
harder to dislodge.

The thing that is standard is the  
thing that is wanted—the way to stand-  
ardize an article is to advertise its  
good features.



## GLORIOUS PIONEERS



FROM Columbus to Uneeda the world has always paid a special tribute to the successful pioneer. The man who does the thing is the man who counts, and the man who does

it first, or does it differently, or does it better, is the one who counts most of all.

When the National Biscuit Company took the lowly soda cracker and put it in an air-tight, dust-and-moisture-proof package, it did a big thing for health and purity.

When it displayed the commercial courage to tell a nation about this cracker and its cleanly housing, it did a still bigger thing, but the biggest thing of all was in "keeping everlastingly at it" for fifteen long years.

Competition it has, but this company enjoyed last year the biggest business in its history, and the concern that elects to take the market away from Uneeda Biscuit will have an expensive and ex-

**GLORIOUS** tensive job on its hands. It is gaining  
**PIONEERS** the reward of the pioneer.

One peculiar thing about a pioneer is that his very success opens and shows the way to a lot of trailers, but if he knows his business he stakes out the choicest claims for himself and holds on to them and develops them.

Prince Albert Tobacco was a pioneer. Of course, smoking tobacco had been advertised before, but that kind of tobacco had not been previously advertised in any such fashion.

Others have followed and copied and made pretty fair successes too, but today the sale of the famous "National Joy Smoke" is greater than the combined sale of all other smoking tobaccos sold in tins—two and a half times as much as the nearest competitor in its class—in New York City three times as much as all other similar tobaccos put together—a proper reward for a hardy pioneer.

1847 Rogers Bros. Silverware was a pioneer—today it outsells all competitors; Ferry's Seeds were pioneers—they now have no serious rival; Keen

**Kutter Tools were pioneers—what other brand of tools comes readily to your mind?** **GLORIOUS PIONEERS**

**Their name is legion—these glorious pioneers—business men who looked ahead and went ahead, and in most instances have kept ahead.**

**Despite the seeming universality of advertising, there are still lots of opportunities for men with the spirit and courage of the pioneer.**

**We've been along on a good many of these voyages of discovery and most of the times we've located the land we were looking for.**

**We know of dozens of fields where there is a wide-open advertising opportunity. We've learned a lot from former trips, and we believe that we are dependable guides and counsellors.**

**You men who do business in lines that have never been advertised—what a splendid field lies before many of you! Don't sit still and let the other fellow steal a march on you.**

**Open the doors of your mind and let the facts of the new selling science get a chance to associate with the good**

**GLORIOUS** manufacturing ideas that have built  
**PIONEERS** your business.

Sane advertising is the sanest thing with which you ever came in contact. You may have a good many misapprehensions on the subject, and if so you owe it to yourself and your business to know all the facts—the how and the why and the wherefore.

Just another point about pioneers. Pioneers in advertising, as in other avenues of activity, sometimes fail to arrive; or having arrived fail to take advantage of the opportunities that are before them.

We could mention several lines of trade that are very indifferently cultivated. In some instances we would like nothing better than a chance to “take bearings” with the advertiser whom we see floundering.

In other cases we well know that the advertiser is in a rut of his own making and not willing to listen to the experience of others.

Here’s a chance for a live competitor, with the single advantage of better advertising, to take the lead.

Suppose you have an advertising competitor and you know that your goods are better than his, but through the power of his publicity he keeps the lead.

**GLORIOUS  
PIONEERS**

Just stop and think. Advertising is not fraud ; people are not fools. Advertising is light, and knowledge and education.

Advertising has made a market for your competitor. If your article is better for the same price or is equal at a lesser price, better advertising will put you where you belong.

If the pioneer neglects his opportunities, those that follow are sure to gain by his initiative.

## ADVERTISING IS SALESMANSHIP



**HERE** are those who declare that advertising is an art; others say it is a science; still others refer to it as a profession.

We hold that it is a business. There is romance and fascination in it largely because of its accomplishments.

Just at the moment we can think of nothing more fascinating to the shoe manufacturer than selling more shoes for the same cost or selling the same volume of shoes at a smaller cost.

A few years ago salesmen "knocked" advertising because they thought it might displace them. Today they welcome it as an aid, and the salesman who works with his head as well as his feet is anxious to represent an advertised line.

All advertising is salesmanship. Even the broadest "general publicity," apparently aiming only at the develop-

ment of prestige and good will, really has as its object sales extension.)

ADVERTISING IS  
SALES-  
MANSHIP

If the advertising department isn't a part of the sales department, the two should be intimate and harmonious in their workings.

The sales department in more than a few establishments needs overhauling. This applies quite as much to businesses that are going ahead as to those that are standing still or going backward.

Many manufacturers doing a big business would be appalled were they to make a sales chart and take a look at the weak spots.

An actual analysis of sales possibility and sales growth on a comparative basis would startle many men who think they are doing fairly well.

The happy-go-lucky days of advertising have passed away. No agent who is worth his salt any longer hopes to jolly a manufacturer into spending thousands of dollars simply because he has prepared some pleasing advertisements and selected a list of acceptable publications in which to print them.

**ADVERTISING IS SALES-MANSHIP**      We are one agency which never has worked that way. We cannot say what publications should be used or how much space should be employed or what sort of copy should be prepared until we know all of your sales problems.

It is nothing uncommon for us to work a year with a manufacturer before any advertising appears.

We have in mind one great concern, the advertising of which has been tremendously successful, which we served for nearly three years before its announcements appeared in any publication.

This is said, in certain advertising circles, to be the day of big space and big appropriations, but, peculiar as it may seem, we regard it as pre-eminently the day of the advertiser who desires to make a modest start.

So much has been learned of advertising—so many things have been proven or disproven by those who have gone before—so much waste can now be avoided—that we have found ourselves unusually successful of late years



in building big successes from comparatively small beginnings. **ADVERTISING IS**

We understand that most men were once infants and that they did not spring into the world full grown. **SALESMANSHIP**

Most of the businesses with which we are acquainted had a modest beginning.

The business that employs five hundred salesmen probably started with one or two.

Apply the same reasoning to your advertising force that you apply to your selling force.

Of course, there are conditions wherein a too small advertising investment would be futile—it all depends upon what you make; how and where you sell it; the kind and number of people who use your goods; your competition and numerous other factors.

There is no mystery or magic about advertising. It is the plainest kind of selling sense.

Unfortunately, the things that frequently count for the least are played up in such a manner that to the new advertiser they seem of paramount importance.

**ADVER-  
TISING IS  
SALES-  
MANSHIP**

We have said many times, that, generally speaking, the only business that is worth advertising is the business that would succeed without advertising. By employing advertising, success may be gained more quickly and in greater measure.

We're most interested in non-advertisers or advertisers who are not getting from their investment what they have a right to expect when they consider it as an item of sales cost.

We want to meet manufacturers who are proud of their ability to buy raw materials and economically fabricate them into goods ready for consumption—manufacturers who have a high pride in the product of their plants.

This is the sort of manufacturer who is entitled to and can get the rich rewards of good advertising.

All selling is basically alike and all merchandise is different. Everything learned in selling one sort of goods helps in selling another line.

One of the chief advantages of association with a House like ours comes

from the fact that we serve hundreds of other manufacturers large and small.

In most lines of business we have intimate relations with the leading concerns. We touch all trades, meet all difficulties, know the true inwardness of many successes and some failures. Last year our sales activities ranged from hooks and eyes to abandoned ferry boats.

ADVERTISING IS  
SALES-  
MANSHIP

There is no greater economic necessity than the lowering of living cost by the improvement of distribution.

There is no greater weakness in any business than inefficient and costly selling.

There is no more trustworthy and reliable adjunct to sales promotion than advertising.

There is no other advertising concern whose experience is so broad or whose record of success for its clients so enviable as is ours.

## THE FRIENDLY FOES OF ADVERTISING



THE doing of advertising successfully requires a combination of ability and integrity that for some reason is encountered with surprising rarity.

The advertising world is full of amazingly clever and brilliant men who regard the business as a "game." Their business lives are romantic records of "putting it over," and seemingly the wrecks they have wrought have little deterrent effect upon their capacity to find new clients to back their vast programmes of get-rich-quick endeavor.

On the other hand, there are any number of thoroughly reliable men engaged in advertising work who are almost utterly devoid of the equipment or experience to justify them in such undertakings.

Newspapers, magazines, and other forms of advertising media allow a

commission or differential to "recognized" advertising agencies.

Some of the larger publishing houses, unquestionably in the interest of what they conceive to be good advertising practice, refuse such commissions unless the agent gives the client what in their opinion constitutes good service.

If the publisher of a great advertising medium or group of media were to decide that an agent did not use his papers in a manner which in his judgment represented good service to the client, there would be naught to prevent him withholding the commission and doing all in his power to transfer the account to another agent.

That fine word "co-operation" has been made the slogan for much advertising activity of a character which we cannot help feeling is inimical to the interests of the man who pays the bills—the advertiser.

Certain publishing houses collect facts and statistics concerning many trades and industries, and a considerable number of the weaker agencies rely almost entirely upon such data for

THE  
FRIENDLY  
FOES OF  
ADVERTISING

**THE** their guidance in framing an advertis-  
**FRIENDLY** ing campaign. Much of this "infor-  
**FOES OF** mation" points unerringly to the wide  
**ADVER-** use of the publication which collates it.  
**TISING**

We think there is no bad faith here—the resultant, however, is a form of "co-operation" between publisher and agent which can in many cases be proven to be of disadvantage to the advertiser.

Many representatives of publishing houses are engaged in the laudable work of creating new advertisers. The advertiser naturally seeks advice concerning an agent.

Is it strange that the publisher's representative ordinarily names an agent who may be depended upon to "co-operate"—that is, use his media in a way that he regards as right and proper?

Inasmuch as there are probably not more than a score of advertising agencies which would be solvent if their leading customer were to fail, it is perfectly plain to what extent many agencies are beholden for their very existence upon the favorable regard of

the more important publishing institutions.

Our relations are most pleasant with all of the representative publishing houses and we have only the kindest of feeling for other agencies which are doing high class constructive work.

We have always felt that we could best serve the publisher by best serving the client. The great bulk of our business was created by us.

We have been told that we have created more new business in the past five years than any half-dozen other agencies combined.

We are tremendously interested in the success and development of these accounts and we welcome any aid that can be given to that end by any publisher or his representative.

We will not, however, if we can help it, permit any publisher's representative to usurp our rightful place at the council board of our client, and here again we have the advertiser's interest at heart, and believe that his and our interests are identical.

If you had in mind the building of

THE  
FRIENDLY  
FOES OF  
ADVERTISING

**THE** a house you would not permit the brick  
**FRIENDLY** man or cement man or lumber man  
**FOES OF** to force upon you a contractor of his  
**ADVER-** selection.

**TISING** When you have advertising to do  
we advise against your asking the  
publisher's representative to name an  
agent.

The publisher's representative may  
argue until doomsday that he has as  
much at stake as the agent and that he  
must protect the advertiser by turning  
him over to an agent whom he can  
endorse.

It sounds well, but the argument  
won't hold water. If an agent falls  
down on an account he loses it and it  
hurts his reputation.

If that advertiser used a certain  
publication and success did not at-  
tend his efforts, the publisher's rep-  
resentative is right there on hand to  
prove that the agent did not use it  
correctly and to get it used again by  
another agent.

Advertising is too big and sane to  
be permanently hurt by any of these  
mistaken methods of work.



Men of high business calibre are **THE** being attracted to advertising, and they **FRIENDLY** will not forsake the logic that has **FOES OF** served them so admirably in other **ADVER-** business situations and adopt the ridic- **TISING** ulous reasoning that is put before them in some advertising exploitation.

Here and now, right out in the open, we wish to make it plain that first, last and all the time we are for our clients and their interests, and honestly think this attitude is best for the interests of the proprietors of the advertising media used, as well as for our own interests.

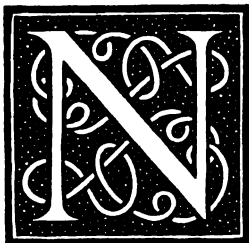
Broadly speaking, we have secured our great list of accounts because advertisers believed that here they find ability and integrity.

We have possessed enough of the former to develop and hold the largest advertising business in the world—enough of the latter to give us the courage to “go it alone” when the easier way frequently lay in another direction.

Our clients understand and approve our position. We are looking for additional clients who desire to do business

THE with an advertising house which has  
FRIENDLY the ability to analyze a sales situa-  
FOES OF tion, and the integrity to recommend  
ADVER- the proper space in a list of media  
TISING to suit the case.

## AN INVITATION



**W. AYER & SON** is a business house seeking more business.

We are a big organization operating offices in four of the largest American cities and serving clients located in thirty-seven States. We purpose to be bigger.

Every new client enables us to better serve those we already have; experience gained in serving those we have fits us for aiding the new-comers.

In more than a half-hundred lines we act as advertising agents for the leading concern.

Serving these leaders in their respective lines makes us the leader in our line.

Consider the commercial capacity wrapped up in the ownership and management of these great businesses.

Are they controlled by the sentimental, uninvestigating kind of men?

Are they the sort of men who estab-

**AN INVITATION** lish business connections lightly and without knowing what they are about? You can frame the answer to these questions to suit yourself.

Worth-while business associations are always based upon mutual confidence. We do not want the account of any concern unless we have confidence in its personnel and product.

We do not expect the business of any concern unless its management can find here men and methods to justify its confidence.

It is extremely difficult for a respectable advertising agency to advertise itself.

It has no right to tell, without their permission, the accomplishments of its clients.

Clients of the class we serve do not care to have the facts concerning their sales repeated broadcast.

To be perfectly honest, it is rather hard to say in most cases how much credit should go to advertising and how much to other contributing elements in a successful sales campaign.

Most advertising agencies are not

noted for their modesty in making claims as to their part of the job.

AN  
INVITA-  
TION

Many of the things that count most in advertising are extremely difficult to tell about, and when told about do not make as big an impression upon the mind of the average man as some comparatively unimportant details.

Not long ago we made a list of all the good and bad things that we had heard said about us in the past few years.

We put them all down on paper, struck out the repeaters and honestly tried to see just what was the sum of our sins and virtues as catalogued by others.

Never mind what our strong points were. Let's look at the list of weaknesses.

Here it is:

1. We are behind the times.
2. We are too conservative.
3. We are too large.
4. We are too independent.
5. Our location is against us.

Of course, we think our critics are wrong; or, rather, that their point of view is faulty.

**AN**           **There is no way to escape criticism**  
**INVITA-**   **except through obscurity, and we're not**  
**TION**   **in the obscurity business.**

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Let's analyze these fair and frank criticisms and see if, like most things, they do not have at least two sides to them.

1. We are behind the times. This is a claim that is very widely made. We are the oldest advertising House in the world, and to a certain type of mind this means that we must be tardy in our processes and slow in our movements—that our thoughts are with the days and happenings of long ago.

While we are the oldest advertising House we claim to be the youngest. The men captaining the points of importance in our establishment we find to average rather younger in years than in most other businesses we've investigated.

These young men have here a fund of facts and figures collected in forty-five years of advertising operation that they would not have anywhere else that we know of.

2. We are too conservative. Our answer to this is that we have much to conserve. We are not only conservative, but are conservators. Great interests are intrusted to us. AN INVITATION

It is a plain statement of fact to say that we have developed more accounts, collected more trade information and statistics, blazed more copy trails and established more new records of advertising accomplishment in the past five years than any half-dozen other advertising agencies.

Most of our new accounts are with "conservative" houses—the same sort of "conservatives" that we are. We work well together.

3. We are too large. Please feel sorry for us—we are paying the penalty of success.

Big Stores, Big Hotels, Big Steamships, Big Base Ball Parks are all right, but Big Advertising Agencies—never!

The only way that an advertising agency can grow big is by making a success of the accounts it has and thus attracting new accounts, then in turn developing these accounts.

**AN INVITATION** Size is the badge of success. We are big and we are growing solely because we know how to take care of a big business, and our equipment grows with the business.

Divide the total dollars that represent our business by the number of copy men or plan men or representatives that we employ, and you'll find here more men to work for each dollar than you'll find in the little shop.

Better be careful about giving your account to a little agency. If such an agency gets a few accounts like yours and makes good with them, it will be a big agency before long, and of course that will ruin its efficiency.

Do you recall any small agency that isn't trying to get larger?

4. We are too independent. Here is a standard complaint. We stay off to ourselves and don't "co-operate" to suit some of our friends.

We do not mean to hold aloof and be austere, but our job is to make advertising pay the clients who pay us, and we are fully occupied with this task.

We do not ask any publisher's rep-



representative to sell space to our clients so that we can get a little extra commission, and we will have to continue to work for and with our clients.

AN  
INVITA-  
TION

Anyone who can contribute to our success in this direction will find a hearty enough welcome.

5. Our location is against us. We meet this objection, of course, when we go after business at a considerable distance from Philadelphia, and it is usually put into the prospect's mouth by some local agent who has no stronger claim than that he is close at hand.

Let's hold a fact examination. We do more business in New England than any other agent in America. There are agents in New England and several in New York, which is between Boston and Philadelphia. Must be a reason for our pre-eminence in a field so far away.

In the South we have more business (excluding that which we do not want) than all other agents put together. These concerns located at a goodly distance seem to be pretty well satisfied.

St. Louis is a thousand miles from

**AN INVITATION** Philadelphia, but we have a larger business at this point than any other agent. We are serving a distinguished list of clients in Chicago, Denver, Lincoln, Detroit, Cincinnati, Cleveland, Toledo, Canton and other western cities, and here we seem to have put the distance jinx out of commission quite effectually.

Fast express trains, cheap day and night letters by wire, the long distance telephone and well-managed branch offices make possible the existence of one national advertising agency.

If you have a national business or are trying to develop one, better tie up with an advertising house of national activities and national interests rather than some small agent simply because he is readily at your beck and call.

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Have we been fair in our answers to our critics? We have tried to be, but probably our point of view, like theirs, is somewhat colored.

This whole book is an attempt to discuss openly and frankly a few fundamental and basic business matters.

We have representatives who are capable of enlarging upon any of the ideas that we have set forth.

AN  
INVITA-  
TION

If any business man has been interested in what we have had to say we invite him to invite us to come and see him.

**N. W. AYER & SON**

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BOSTON

105 S. LA SALLE STREET  
CHICAGO

















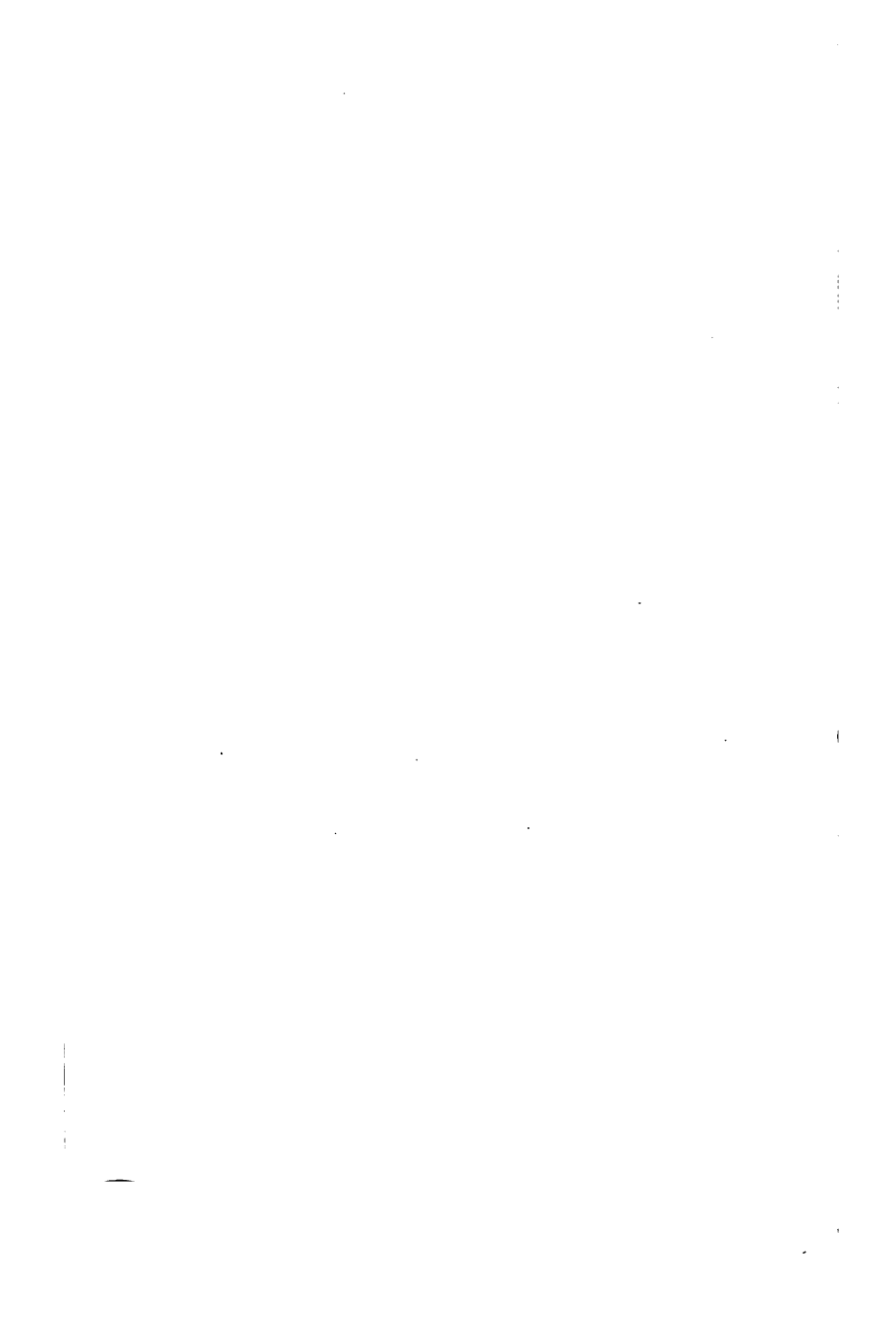






















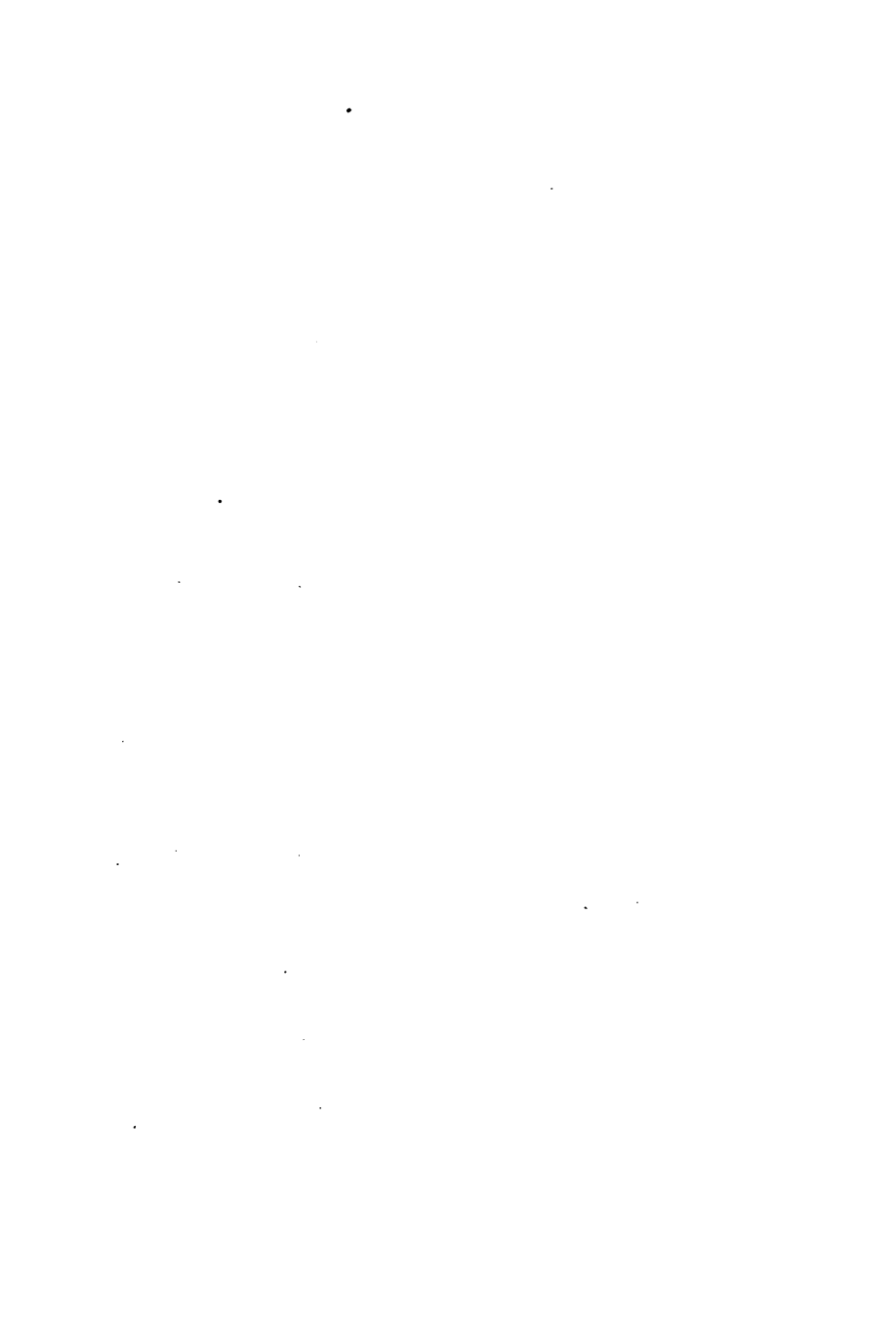






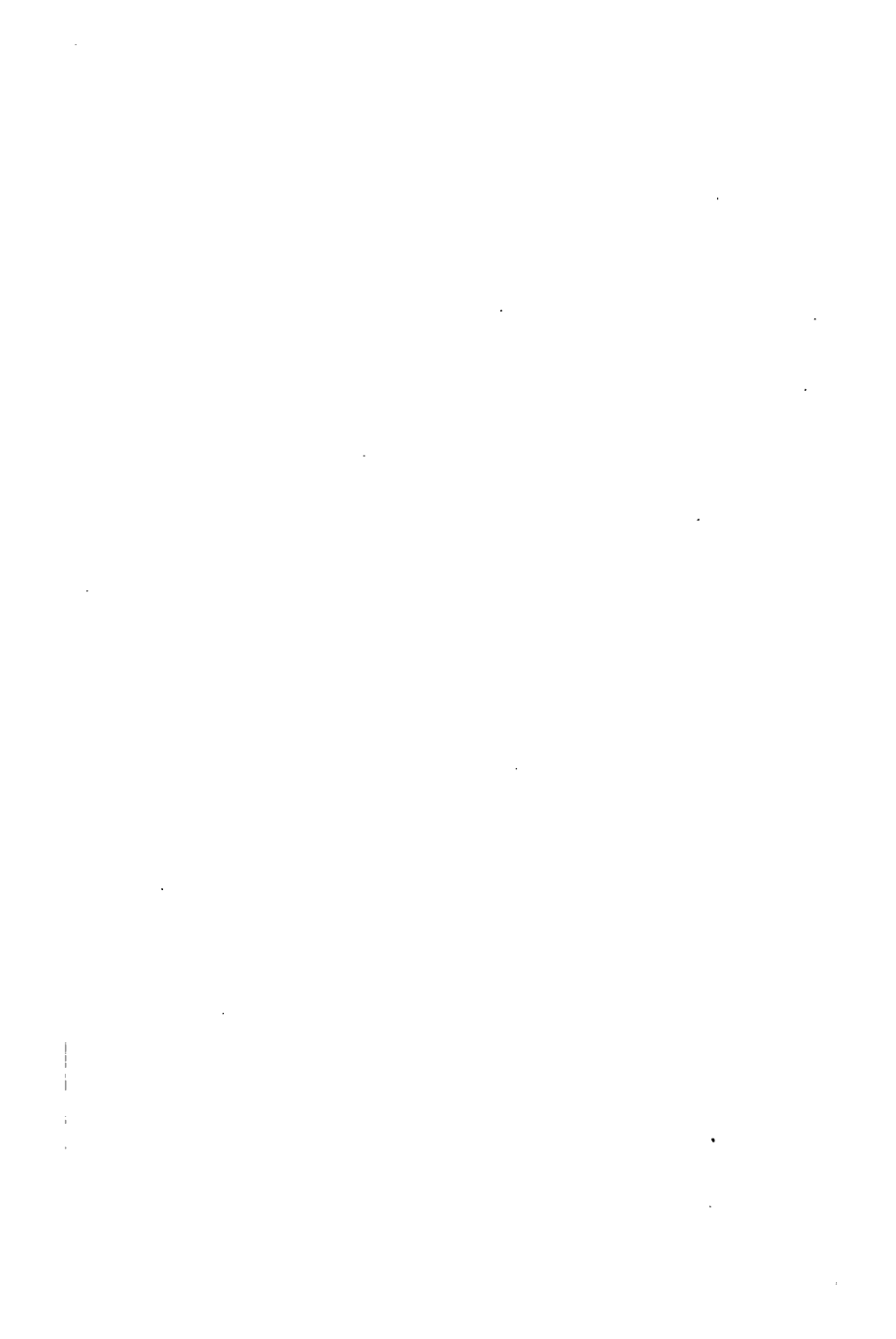
























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